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AGO ltr 29 Apr 1980

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IN REPLY REFER TO

AGAM-P (M) (14 Feb 69) FOR OT UT 684311

19 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 41st Civil Affairs Company, Period Ending 31 October 1968

SEE DISTRIBUTION

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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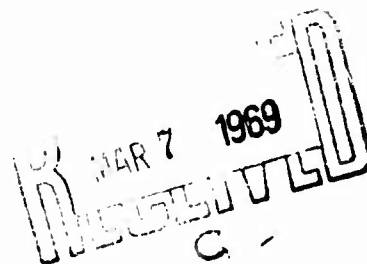
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DEPARTMENT OF THE ARMY  
41ST CIVIL AFFAIRS COMPANY  
APO 96350

AVFA-CA

14 November 1968

SUBJECT: Operational Report of 41st Civil Affairs Company for Period  
ending 31 October 1968, RCS, CSFOR-65 (R1).

Commanding General  
I Field Force Vietnam  
ATTN: AVFA-GC-OT  
APO 96350

1. SECTION 1, OPERATIONS: SIGNIFICANT ACTIVITIES.

a. GENERAL. During the period 1 August 1968 to 31 October 1968, the 41st Civil Affairs Company implemented civic action projects and provided refugee assistance in I and II Corps Tactical Zone (CTZ). Deployment of the 16 Platoons was as follows: Platoons 3, 5, 10 and 16 were attached to the 29th Civil Affairs Company in I CTZ; Platoon 8 was attached to the 4th Inf Div at Pleiku; the remaining Platoons were under the operational control of the 41st Civil Affairs Company and deployed throughout II CTZ. These 11 Platoons are divided into two provisional detachments. Detachment J provides supervision for Platoons 4, 7, and 12 in Binh Thuan Province, Platoon 2 in Darlac Province, Platoon 1 in Khanh Hoa Province and the provisional Platoons in Cam Ranh Bay and Nha Trang City. Detachment W provides supervision for Platoons 9 and 15 in Pleiku Province and Platoons 6, 11, 13, and 14 in Binh Dinh Province. Platoons under the OPCON of the 41st Civil Affairs Company are employed under the area concept. During the period of this report a re-evaluation of Civil Affairs requirements in Khanh Hoa and Phu Yen Provinces resulted in the decision to move Platoon 1 from Phu Yen to Khanh Hoa Province.

b. INTELLIGENCE. Capitalizing on the rapport established with the people through MDC/PS and PSYWAR/PSYOPS Programs, this unit is coordinating with the G-2 Desk Officers, IFFORCEV, through a system of up-date briefings. Platoon Commanders visiting Nha Trang contact the appropriate G-2 Desk Officer and brief him on events occurring in their area of interest. An exchange of information between the Desk Officers and Platoon Commanders enables the Platoon Commander to more fully understand the intelligence requirements of the G-2, and at the same time provides the Desk Officer with a more intimate insight into his area of concern. Although intelligence reports received in the field are normally of

Inclosure

FOR OT UT  
684311

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value only to the immediate tactical units, occasionally this unit has assisted in identifying VC/NVA personalities, strengths, and disposition and has provided confirming reports for Order of Battle (OB).

(1) Platoon 6 at Tam Quan, Binh Dinh Province, received considerable intelligence from the refugee population concerning the location of VC units and mines. Operations based on this intelligence led to a significant decrease in the effectiveness of VC activities in the area.

(2) The hamlet of Phuoc Thien Xuan, Binh Thuan Province, provided Platoon 7 valuable intelligence concerning VC troop movements and the presence of a VC taxing squad. Ambushes based on this information produced good results and denied the VC access to the population and resources of the area.

(3) Intelligence reporting continued to increase at Edap Enang, Pleiku Province. Information provided by the refugees on VC troop movements, and the presence of VC propaganda squads, resulted in further limitation of VC effectiveness in the area. The first Hoi Chanh turned himself in at Edap Enang during this reporting period.

c. OPERATIONS. During this reporting period the 41st Civil Affairs Company Platoons continued to provide refugee and Revolutionary Development (RD) program support. Refugee support by the Platoons shifted from providing for immediate needs of post-TET refugees to assisting the refugees establish viable communities. Increased self-help in both refugee and RD programs was noted throughout II CTZ. This enabled platoons to broaden their activities and concentrate their efforts on advice, assistance and coordination to improve the effectiveness and image of the Government of Viet Nam (GVN). The GVN demonstrated improved support for the RD program through more effective use of supply channels and quicker response to the demonstrated needs of the people. Several RD projects which had been delayed for a year or more were finally initiated during the reporting period.

(1) Platoon 1 was transferred from Tuy Hoa District, Phu Yen Province, to Khanh Duong District, Khanh Hoa Province, during the past quarter. Activities in Tuy Hoa were receiving increased support from Vietnamese officials; therefore, advisory personnel were capable of monitoring projects without the assistance of a Civil Affairs Platoon. A Civil Affairs Survey of Khanh Duong District revealed inadequate support for the increasing refugee population of the district and a need for Civil affairs support to upgrade the economic and social conditions of the area. Upon arrival in its new location Platoon 1 began advising and

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assisting refugee housing construction, agricultural development of refugee areas, and the District Health Chief's medical program. The platoon is providing on the job training to a Truong Son Cadre Team which was previously used for security in the district. The team presently lacks the knowledge and skills necessary to provide support to the refugees; however, Platoon 1 reported a noticeable improvement since the beginning of the training program.

(2) Platoon 2 at Ban Me Thuot, Darlac Province, continued to participate in cordon and search operations in conjunction with a battalion from the 4th Infantry Division, Armed Propaganda Teams, PRU and National Police Field Force units. During such missions sick calls were held, and the village officials were asked about civic action needs. Several members of the Viet Cong infrastructure were apprehended on these missions, and the villagers readily identified them as such. Platoon 2 aided in the relief and subsequent resettlement of 950 Montagnards from Buon Ea Pur (AQ942015) which was attacked and overrun by an estimated VC company. The Platoon also initiated a training program for Truong Son Cadre medics during this reporting period. Upon completion of the program, the Truong Son medics will be able to provide medical treatment for the people in the villages they occupy without outside assistance. The medics are receiving their training by accompanying Platoon 2 on joint MEDCAPS.

(3) Platoon 4 at Song Mao, Binh Thuan Province, coordinated and supervised the relocation of the Song Mao water pipeline to a more secure area, since in the previous location it was subject to recurrent VC sabotage. Assistance was also provided to several village and hamlet officials in tracing project requests to which they had received no response. the consequent increase in responsiveness of the GVN motivated the people toward greater use of GVN channels. The platoon was involved in several construction and repair projects to include schools, dispensaries and hamlet administration buildings, and in addition, provided technical advice and assistance to the 44th ARVN Regiment's dependent housing construction program. This latter contribution resulted in increased morale on the part of the 44th ARVN Regiment and motivated its personnel to provide additional security for the area and to participate actively in the pacification program.

(4) Platoon 6 at Tam Quan, Binh Dinh Province, was heavily engaged in refugee resettlement camp construction. Contracted refugee housing previously built in the area had been only partially or inadequately constructed; the platoon provided a remedy to this situation by supervising self-help construction and reconstruction. During the reporting

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period Platoon 6 also supervised and assisted in the construction of the Tam Quan marketplace and established a small carpentry shop in the refugee area. Many of the refugees abandoned their old trades when they left their villages, including three carpenters who were anxious to resume their trade but were unable to cope with the initial financial burden. The platoon provided these refugees with hand tools and promised to furnish some lumber for a period of three months. In return, the carpenters will sell their furniture products at a very low price, enabling the poorer refugees to furnish their houses. The carpenters will also return 25 percent of their profits to buy roofing and other construction materials for the refugee housing project. In addition to its other activities, the platoon has an element remaining in An Khe to assist in upgrading the construction of perimeter security at the national prison.

(5) Platoon 7 at Phan Thiet, Binh Thuan Province, initiated a number of projects to provide adequate drainage for hamlets in their area. 155mm ammo powder canisters were used, together with 18" culvert and 8" pipe or canisters to carry the larger runoff in some areas. Local participation on a self-help basis not only changed the physical aspects of the hamlets but increased the people's pride in their accomplishments as well. Several other hamlets chiefs approached the platoon after seeing the completed drainage systems and asked for similar assistance. The new drainage systems helped considerably during the recent tropical storm in the area. The platoon also assisted a number of other construction projects, including wells, schools, dispensaries and marketplaces. A cottage industry was started in the hamlet of Song Trao to improve its once very low standard of living. The hamlet now manufactures crossbows which are sold through the platoon in Phan Thiet. The revenue from these sales is used to buy cloth to make clothing which is then resold at reduced rates to the refugees.

(6) Platoon 9, Edap Enang Resettlement Center, Pleiku Province, continued to assist the Montagnard refugees adapt to their new environment. After over a year of doubts concerning the viability of Edap Enang, it appears that the project has succeeded, largely due to the efforts of the Civil Affairs Platoon. Sufficient rice, manioc and sweet potatoes are being grown by the refugees, and rice distribution is expected to cease in the near future. Fishponds, spillways, wells, roads, water and electric systems, a community center and improved government service quarters, to include schools and dispensaries, were also constructed with the assistance of the platoon. Leadership at the center has improved, leading to increased security and responsiveness to the people's needs.



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(7) Platoon 11 at Phu My District, Binh Dinh Province, was less limited by the lack of security in the district, although mining incidents continued, one of which resulted in the death of SP4 William Dick, the platoon medic. Platoon activities included refugee support and self-help construction projects, such as market places, irrigation dams, bridges, schools and dispensaries. The Platoon supported a number of new youth activities such as a volleyball league, Boy Scouts and a 4-T Club. In addition, the platoon assisted a number of farmer's cooperatives in the introduction of IR-8 rice and improved fertilizer.

(8) Platoon 12 at Ham Thuan District, Binh Thuan Province, assisted in the construction of a water filtration system, a 75 meter dam/bridge, poor-house improvement, schools, wells and dispensaries. In addition, student public health workers were trained on MEDCAPS. This not only assisted the MEDCAP program, but gave the students invaluable field experience. The interest shown in the field of public health and sanitation by the platoon prompted the Public Health Chief to initiate new programs. The platoon assisted the Public Health Chief to distribute health and sanitation leaflets and medical supplies to district dispensaries, and fly killing gelatin to public health teams for village market places and public areas subject to fly concentrations.

(9) Platoon 13 at Hoai Nhon District, Binh Dinh Province, provided refugee support to three refugee camps in the district. The platoon participated in insecticide spraying, latrine construction, and animal husbandry projects. The Platoon also assisted the self-help construction of a market place, construction of a 50 foot bridge in a contested hamlet, planning and construction of quarters for doctors at the District Hospital, and planning and construction of RF/IF housing. In addition, the platoon supervised the construction of schools in three (3) refugee camps. These schools have been completed, and classes are scheduled to begin in the near future.

(10) Platoon 14 at Tuy Phuoc District, Binh Dinh Province, assisted the construction of an 8 room, 2 story high school, which will be the only high school within Tuy Phuoc District. The project has been extremely effective with the people contributing all the labor on a self-help basis. The people formed a Board of Education to determine how much money they could raise for the project and which villages would provide the labor force. To illustrate the progress of the platoons IR-8 rice introduction program, one village had one hectare last year, 20 hectares this year and plans to have 500 hectares next year. It was vividly demonstrated this growing season how well IR-8 rice resists the rain. Just before the



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rice matured in the area, heavy rains pumelled the local variety rice into the water; however, the IR-8 rice was standing while the Vietnamese were trying to salvage the local variety rice from the fields. An extensive PSIOPS program was conducted after the rains using IR-8 rice as the main theme. In addition, Platoon 14 assisted the self-help construction of refugee housing, roads, dispensaries, elementary schools, bridges, culverts, village headquarters, and a Boy Scout Workshop. The platoon and district officials started a program of posting a large blackboard at the construction site of all projects to reduce the tendency of the hamlet officials to deal in corruption. The blackboard provides the public with information on how much money and material have been provided for the project and how they are being used. This exposure forces the officials to be honest with their own people as well as their higher organizations.

(11) Platoon 15 at Pleiku City, Pleiku Province, has the mission of advising, assisting and coordinating Civil Affairs activities in Pleiku City. The constant turmoil created by the turn-over of American units and personnel requires someone to direct and guide on a full time basis the US units. The Platoon Commander coordinated the activities of eight S-5's in the area, and all requests for initiation or generation of projects were also coordinated through the platoon. The platoon engaged in a joint MEDCAP program with a company from the 20th ARVN POLWAR Battalion whose doctor worked in conjunction with the platoon medic. This project was extremely effective in treating Montagnard villagers in remote areas and extending GVN presence into the countryside. On one occasion, the joint team discovered an outbreak of plague and was instrumental in saving the lives of several people who had contacted the disease. The platoon also assisted in the construction of bridges, schools, culverts, and refugee housing.

(12) The Provisional Platoon at Cam Ranh Bay coordinated Civil Affairs in the area and assisted the Cam Ranh refugee resettlement project.

(13) The Provisional Platoon in Nha Trang, Khanh Hoa Province, assisted the resettlement of Montagnard refugees from Dien Khanh District and the establishment of an adequate reception and resettlement facilities. The platoon also assisted the Provincial Agriculture Chief, the Provincial Medicine Chief and the Provincial Ethnic Minorities Affairs Chief to implement their programs. With the recent influx of additional personnel the platoon undertook several new projects, including lines of communication and school projects.

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(14.) All platoons participated in MEDCAP operations, usually in conjunction with PSYOPS units. A total of 33,361 patients were treated and 1,353 immunizations administered during the reporting period.

d. TRAINING:

(1) During the months of August, September and October a total of eight (8) officers attended the monthly MACCORDS Orientation Course. This course proved to be of definite value to personnel who were not trained in Civil Affairs prior to their arrival in RVN.

(2) All new officers being assigned to this company without previous training or schooling in Civil Affairs are encouraged to enroll in the Internal Defense and Development correspondence course from the US Army Special Warfare School. This correspondence course, coupled with the company's reference library on Revolutionary Warfare, provides these officers with a basic knowledge of Civil Affairs Operations.

(3) A Civil Affairs Platoon Commanders' Conference was held during the period of 26-28 September at which all platoons were represented except those attached to the 29th Civil Affairs Company in I CTZ. The opening remarks were presented by LTC Peers, who stressed the importance of increasing RVNAF participation in all aspects of Civil Affairs Operations. Participation is required by the RVNAF to improve its image and effectiveness and to promote internal stability. The remainder of the conference was divided into three main categories: (1) Summary of Platoon Activities, (2) Topical Presentations of particular interest to Platoon Commanders, and (3) Company Business. Representatives from CORDS discussed their agencies and proposed programs in which Civil Affairs and their activities could complement each other, and the Platoon Commanders discussed their platoon activities and common problems. This was the third such conference and the results have been outstanding. The Platoon Commanders returned to their platoons with increased enthusiasm which is reflected in their work in the field.

(4) A total of three (3) Information Bulletins were published during the reporting period. These contained general and command information and articles written by company personnel concerning subjects of extreme importance or special interest.

e. PSYWAR: A further increase in coordination between this unit and the 8th PSYOPS Battalion, Armed Propaganda Teams (APT) and local PSYWAR and PSYOPS advisors resulted in more effective programs with additional benefits accruing to all agencies participating. The Vietnamese agencies

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in particular broadened their scope of activities, in part because of the assistance rendered by the CA Platoons and the compatibility of PSYWAR and CA Programs.

(1) Platoon 1 assisted the Khanh Duong District obtain a generator, projector, screen and PSYOPS films. Films were shown to the local populace and RF/TF units, and received very good response. Also, the platoon distributed PSYOPS and health and sanitation leaflets on MEDCAPS with the District Health Chief.

(2) Platoon 2 participated in task force operations which included Armed Propaganda Teams, NPFF units and a PSYWAR Team. Several members of the VC infrastructure were apprehended and the villagers readily identified them as such.

(3) Platoon 4 assisted the local PSYOPS advisor and conducted MEDCAPS in conjunction with PSYOPS units.

(4) Platoon 6 assisted VIS erect a bulletin board in the Tam Quan Marketplace to inform the people what is going on in their village. The platoon suggested an intensified Chieu Hoi effort in the area to the 8th PSYOPS Battalion team and the CORDS representative. In addition, the platoon distributed TU DO newspapers and leaflets during MEDCAPS.

(5) Platoon 7 distributed PSYOPS literature during MEDCAPS and participated in joint Civic Action/PSYOPS task force operations in insecure areas.

(6) Platoon 9 participated in extensive PSYOPS activities at Ecap Enang in conjunction with Vietnamese officials and a team from the 8th PSYOPS Battalion. The refugee camp's first Hoi Chanh turned himself in on 13 October and brought along an SKS carbine. After interrogation he was sent up in a helicopter to attempt to persuade the rest of his squad into joining him under the Chieu Hoi Program.

(7) Platoon 12 accompanied District S-5 personnel and a team from the PSYOPS Battalion on several joint operations, during which MEDCAPS were conducted and health and sanitation pamphlets were distributed.

(8) Platoon 15 conducted MEDCAPS in conjunction with the 20th ARVN POLWAR Battalion and helped bring GVN influence into insecure areas.

#### f. LOGISTICS

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- (1) Supply was furnished by 148 S&S Company, APO 96350.
- (2) Maintenance was provided by 129th Maintenance Company, APO 96350.

g. PERSONNEL.

(1) The drain on the officer strength of this unit through levies, coupled with normal rotation, leaves and R&R, limited the ability of many platoons and created a situation in which it was necessary to place inexperienced personnel in leadership positions during this reporting period. This has been a recurring problem which was alleviated somewhat by the recent influx of additional officer personnel.

- (2) Authorized Strength: 140  
Average Strength for: August 110  
September 106  
October 111

(3) CASUALTIES:

August		September		October	
KIA	WIA	KIA	WIA	KIA	WIA
0	0	1	0	0	0

(4) Promotions:

LTC	CPT	1LT	E-7	E-6	E-5	E-4	E-3
1	3	19	17	1	3	4	4

(5) Awards and Decorations:

LM	BSM	ARCOM	PH	CERT OF ACHIEVEMENT
1	17	12	1	2

2. SECTION 11, LESSONS LEARNED: Commander's Observations, Evaluations and Recommendations.

a. Personnel.

None.

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b. Operations.

(1) Item: Civic Action Work Sheet.

(a) Observation: All units conducting Civic Action Projects should use a Civic Action Work Sheet to help to determine the desirability and feasibility of proposed projects.

(b) Evaluation: Units which use a Civic Action Work Sheet are more successful when determining which projects they should undertake. The work sheet answers numerous questions and examines pertinent criteria concerning proposed projects. The use of a Civic Action Work Sheet tends to give a sense of direction to units conducting civic action activities by examining courses of action prior to the initiation of projects. At Annex 1 is an sample of a Civic Action Work Sheet. Classification of areas of concern can be expended to include all functional areas.

(c) Recommendation: That Civic Action Work Sheets be prepared for all proposed projects by units conducting Civic Action Programs.

c. Training.

(1) Item: Training of Civil Affairs Medics.

(a) Observation: Medics assigned to Civil Affairs Companies are trained as Combat Medical Specialists rather than Preventive Medicine Specialists.

(b) Evaluation: Civil Affairs Medical Specialists in Vietnam have a special job because they must become proficient in various phases of internal and preventive medicine. Most frequently, medical specialists assigned to Civil Affairs Companies are trained as Combat Medical Specialists (MOS 91 A). Prior to placing these medical specialists in the field they must undergo several weeks of additional training in order to perform their duties. Medical specialists assigned to Civil Affairs Companies would be more proficient if trained as Preventive Medicine Specialists (MOS 91 S).

(c) Recommendation: That each medical specialist assigned to a Civil Affairs Company be trained as a Preventive Medicine Specialist (MOS 91 S).

(2) Item: Area Orientation and Language Training For Civil Affairs Officers.

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(a) Observation: The Civil Affairs School will be relocated at the JFK Special Warfare Center in the near future.

(b) Evaluation: The need for Civil Affairs Officers to receive Language Training and Area Orientation has been recognized on several occasions. Moving the Civil Affairs School to the JFK Special Warfare Center will afford Civil Affairs Officers a greater opportunity to receive language training and area orientation prior to assignment overseas. The program of instruction for the Military Assistance Training Advisor (MATI) course, conducted at the JFK Special Warfare Center, provides training in the two aforementioned areas.

(c) Recommendation: That the program of instruction for Civil Affairs Officers include Language Training and Area Orientation.

d. Intelligence.

None.

e. Logistics.

None.

f. Organization.

(1) Item: Change of status of Civil Affairs Companies from Combat Service Support to Combat Support.

(a) Observation: Units designated as combat support receive a higher priority than combat service support units when requisitioning supplies and equipment.

(b) Evaluation: In an Internal Defense and Development environment the designation of Civil Affairs Companies as combat service support units is unrealistic. The performance of these units is more closely related to combat support, in that the units operate in direct support (DS) of tactical units and/or the Province Senior Advisor. In many instances they conduct independent civil affairs operations under the operational control of the Civil Affairs Company Headquarters. The redesignation would more realistically reflect the unit's status and mission and afford a more favorable position for requisitioning supplies and equipment.



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(c) Recommendation: That Civil Affairs Companies operating in an Internal Defense and Internal Development environment be redesignated as combat support units.

g. Other.

None.

FOR THE COMMANDER:



JAMES R. MINGLE

1LT, Armor  
Adjutant

AVFA-GC-OT (14 Nov 68) 1st Ind  
SUBJECT: Operational Report of 41st Civil Affairs Company for Period  
Ending 31 October 1968, RCS, CSFOR-65 (R1).

DA, Headquarters, I Field Force Vietnam, APO 96350 26 NOV 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,  
APO 96375

This headquarters concurs with the Operational Report-Lessons Learned  
for the 41st Civil Affairs Company and makes the following comments:

a. Reference paragraph 2c(1), page 10, Training of Civil Affairs  
Medics. This headquarters will submit a separate action recommending  
that Preventive Medicine Specialists (MOS 91S) be assigned to the 41st  
Civil Affairs Company in lieu of Combat Medical Specialists (MOS 91A).

b. Reference paragraph 2f(1), page 11, Change of Status of Civil  
Affairs Companies from Combat Service Support to Combat Support. This  
headquarters will submit a separate action recommending that the status  
of the 41st Civil Affairs Company be changed from Combat Service Support  
to Combat Support.

FOR THE COMMANDER:

  
W.L. Mc INTYRE JR.  
CPT. AGC  
Asst. AG

Cy furn:  
2 - AGSFOR, DA  
1 - 41st CA Co

AVHGC-DST (14 Nov 68) 2d Ind  
SUBJECT: Operational Report of 41st Civil Affairs Company for Period  
Ending 31 October 1968, RCS, CSFOR-65 (R1).

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 6 DEC 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1968 from Headquarters, 41st Civil Affairs Company.

2. Comments follow:

a. Reference item concerning area orientation and language training for civil affairs officers, page 10, paragraph 2c(2): Concur. This is a matter of concern for higher headquarters.

b. Reference item concerning change of status for civil affairs companies, page 11, paragraph 2f(1): Nonconcur. The current organization of civil affairs companies into generalist platoons and the intended employment of them to support tactical and logistical operations may have qualified them under the criteria of combat support units. However, the actual employment of these platoons falls strictly under the service support criteria as described under AR 320-5.

FOR THE COMMANDER:

  
A.R. GUENTHER  
CPT. AGC  
ASST. ADJUTANT GENERAL

Cy furn:  
HQ I FFV  
HQ 41st CA Co

GPOP-DT (14 Nov 68) 3d Ind  
SUBJECT: Operational Report of HQ, 41st Civil Affairs Co for Period  
Ending 31 October 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 11 JAN 1969

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT  
CPT, AGC  
Asst AG

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